



Garrison News



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The Strategic Planning Office
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MISSION

U.S. Army Garrison provides and maintains the installation infrastructure to:

- support power projection and ning of III Corps units/soldiers;
- provide a quality living and working environment for soldiers, families, retirees, and authorized civilians;
- sustain an effective partnership with our surrounding communities;
- and support the III Corps / Fort Hood transformation process.

VISION

The Army's model power projection platform, training installation, and community. A great place to train, work, and live.

VISIBILITY!!

Contact Cathy Davis, 618-7357, if you have a trophy or other award you'd like to display in the display cases in the lobby of the III Corps Headquarters building. (SPO)

ACS- Employment Readiness Branch

The mobile military lifestyle can restrict a military spouse's opportunities for employment and career advancement. Finding satisfactory employment and achieving career goals in the midst of frequent relocations to economically and geographically diverse duty stations requires job search skills and career planning.

The ACS Employment Readiness Branch (ERB) provides

assistance to military spouses. Services include:

- Job Search Assistance
- Career Counseling and Coaching
- Centralized Job Bank
- Resume/ Job Application Development
- Employment Education and Training Workshops

Visit the **Fort Hood ERB** office at Building 4220, South 77th Street. Hours of operation are **Monday through Friday 7:30 am to 4:30 pm** except federal holidays. (DCA)

Hood Hero – 31 Oct

The next Commanding General's Quarterly Hood Hero Awards Luncheon is 31 Oct, 1130-1300, at the Fort Hood Officers' Club.

Nominations for the Hood Hero awards are due **10 Oct**. Nomination forms may be found in the Garrison Public Folders/Awards & PR/Hood Hero.

Questions about the Hood Hero Awards Program should be directed to Cathy Davis at the Strategic Planning Office via email or 618-7357. (SPO)

DO YOU WANT A NEW JOB?

The current procedure for applying for jobs will be changing come **October 1**. There were many reasons for the change: (1) applicants were not available when referred for specific vacancies, (2) applicants wanted more information about the duties of the positions, (3) applicants were frustrated about not being referred for positions they applied for and not understanding that there were rarely vacancies in those areas, (4) applicants continued to look for specific job announcements, etc.

What **does not** change:

- a. Only one resume is required.

b. ANSWER – Will still be used to monitor the status of the jobs you applied for.

What **does** change: Actually this change takes us back to the procedures used by SWCPOC at Ft. Riley that serviced us from 1996-2001.

a. You will see a combination of open continuous announcement and individual announcements.

b. You will be required to Self – Nominate yourself for the position.

Changing to the revised procedure gets us closer to one application process for all of Army. We hope to be there soon.

Army is also working on an automated interest and availability tool that they hope to be able to implement by 1 October. We will keep you updated on their progress.

Vacancy announcements will be posted at www.cpol.army.mil under Army Vacancy Announcements and USA Jobs. The self nomination button will be on the vacancy announcement. (CPAC)

What's Even Better Than A Vacation at the Beach?

It's being with the Director of Logistics, **COL Robert Hauser**, and his



Chief, Deployment Operations Division, **Gladys Yoshinaka** when they admirably

represented all Fort Hood Installation "Deployment Warriors," in Washington, D.C. on 27 Aug 03. These two Army leaders were there on behalf of LTG Metz and COL Parry to accept the **Army**

Chief of Staff's 2003 Army Deployment Excellence Award!

Personnel from DOL who worked the major Deployment nodes, the Installation Transportation Office, and the Garrison Strategic Planning Office were also there to cheer wildly, as they announced that Fort Hood won the most challenging category: Active Army-Installation Category!

The Army G4 and Deployment Excellence Award (DEA) staff provided a series of fun events including a welcome reception at the Doubletree in Arlington, and a tour of the Pentagon and the various monuments in Washington, D.C. But, naturally, the most enjoyable part of the trip was the Wednesday evening dinner and award ceremony where on behalf of GEN Peter Shoomaker, MG(P) Christianson, Acting Deputy Chief of Staff G4, gave COL Hauser a wonderful "memento" to bring back to Fort Hood! Hooah!

The soldiers and commanders of our deployed units said "the Army could write a book on how Fort Hood deploys soldiers." Well, there is a book (and more) on public folders: drill down under All, Fort Hood, Garrison, Strategic Planning Office, Deployment Award.

Come see some great photos in the Deployment Excellence Award display in building 1001, first floor, center atrium!

LTG Metz will congratulate Installation Deployment personnel at the Commanding General's Quarterly Hood Hero Awards Ceremony on 31 Oct 03.

For more information, contact Kathy McPherson, 618-7352, Garrison, SPO, Army Deployment Excellence Award Action Officer. (SPO)

Business Initiative Committee (BIC)

Do you need some \$eed money to implement an innovation with hard-\$avings? Are you an innovator, an analyst, or a

Resource Management type, anywhere on Fort Hood?

If you said yes to either of these questions, then mark 13 November on your calendars to learn all about the DOD Business Initiative Committee (BIC) programs. There will be formal classroom instruction from the principal BIC Coordinator in DOD, and additional BIC briefings to target groups that day.

Here are some of the ways BIC can benefit you at Fort Hood:

--Top Leader Support/Involvement—Change happens as top DOD levels are involved, chair, or sit on the council (DOD BIC is chaired by the Secretary of the Army and Army BIC is chaired by Secretary of the Army).

--Quick Change Process—A proposal moves from initiator to answer in 45 days.

--Savings stay at Fort Hood—Savings stay to be reapplied here.

--Reach—BIC can make changes that are normally harder due to turf issues, legislative issues, etc.

--Collaboration needed—Through BIC you are easily able to work with other agencies if the situation requires joint collaboration.

--BIC Loan—provides a new funding alternative starting in FY 04

For more information, contact Kathy McPherson, 618-7352, Garrison, SPO, BIC Action Officer. (SPO)

Fort Hood Family Housing (FHH)

A Ribbon Cutting Ceremony was held on 15 Aug 03 for the Girl Scout Hut in Montague Village. COL Butler and Girl Scout Leaders spoke at the event and acknowledged Actus Lend Lease and several contractors for volunteering their time and materials to restore the building. (DPW)

WHAT is a Stalwart?

When the Installation Management Agency (IMA) uses this term, they are talking about

the IMA employees they consider to be role-models for all of Army!

IMA recently developed the **IMA STALWART AWARD** to coincide with the start of IMA, which represents the Army's continued commitment to doing business the best way possible. The award recognizes IMA military, civilian, and contractor personnel, who have exhibited the highest standards of performance and promoted the IMA mission and vision.

An IMA Stalwart is someone who not only has been highly exemplary and an inspiration to others, but has significantly contributed to the Agency's success and enhanced operational responsibilities. COL Parry, Garrison Commander, asked Garrison leaders to consider their people who are "motivated and inspire others to improve, increase, or expand."

Fort Hood was proud to nominate the following IMA personnel, who in the daily performance of their duties, stand out as model workers among their fellow employees:

-Carol Abrams—DCA, Employee Assistance Program

-Daphne Avila—DCA, Administrative Service and Support Division

-Barbara Cox—DCA, Business Operations Division

-Sheila Curtis—DCA, Child and Youth Services Division

-Aaron "Eddy" Howton—PMO, Deputy Director

-Michael Mennor—DCA, Community and Fitness Recreation Division

-Eddie Shannon—DCA, Fort Hood Lodging Division

-Roy Walton—DOIM, Deputy Director

-Gladys Yoshinaka—DOL, Deployment Operations Division

Undaunted by a very short suspense and stiff award requirements, Fort Hood submitted nine of the 15 nominations received at Southwest Region IMA. The SWRO is allowed to forward 3 nominees from their 21 garrisons. HQ IMA will select one

nominee from each region. All nominees will be recognized during a banquet on the last night of the Garrison Commanders Conference on 4 Sep 03 in San Antonio.

For more information, contact Kathy McPherson, 618-7352, Garrison, SPO, IMA Stalwart Award Action Officer. (DCA)

“The Captain and the Goalie”

Peanut Butter and Jelly Management is the title of a book written by Chris and Reina Komisarjevsky! This team of authors recognizes that “peanut butter and jelly management” is the perfect term to link what happens in the home, bringing up children, to what happens in the workplace, leading adults. They see that raising kids (10 children) and managing adults call for many of the same skills and attributes. In this article and a few future articles, I will provide quotes from their book that hopefully will stimulate your thoughts, interest and participation in the **Army Suggestion Program**.

Chapter three focuses on the qualities that leaders share: “Nicholas was only seven and the skinniest kid on the team. But that didn’t seem to matter. And just because the asphalt was hard, that was no excuse. When the street hockey puck came flying at him, he didn’t flinch. In fact, he stepped into it, just so that more of the goal would be covered and there would be less chance that the puck could slip by.

The goalie pads came up almost to his waist. The Rollerblades stuck out from beneath the foam. The helmet—the one with the blue and red logo of the New York Rangers on it—covered his face and his neck. So there was not much for a parent to worry about.

Still, when he stood there and that hard plastic puck came flying, you couldn’t help but shudder a bit. He didn’t though. He knew what had to be done and he wasn’t about to let that puck

make it past him. He stood his ground. Leaning over—facing the other team head on—his mission was to guard the goal. He looked straight at the other team. No one was going to intimidate him just because they might be bigger or older. Nicholas stepped in to take charge because this was his game. He loved it. He was the team’s leader, and everyone knew it. Somehow, *his* team skated faster. *His* teammates didn’t tire easily. And they never quit.”

This is the same on the job. Someone has to take charge, make decisions, move things forward. Someone has to *own the goal*. The authors recognize the following qualities of leaders who *own the goal*:

- True leaders are self-confident.
- They lead from up front, not from behind.
- They have self-esteem.
- They are intelligent.
- They can communicate well.
- They work hard and have always worked hard.
- They are passionate about what they are doing.
- They have strong values.
- They are inquisitive and always on the lookout to learn more about almost anything, but especially in their area of expertise.
- They learn from reading—and they learn from other people.
- They listen.
- They don’t hesitate to make decisions but they also encourage others to do the same.
- They are willing to take risks.
- They are respectful of subordinates as well as superiors.
- They engender trust.
- They don’t have to yell to get attention.
- They give people a chance to prove themselves by giving them responsibility.
- They believe in the power of people to do the right thing, to work hard and to create results—they empower others and they cheer them on.
- And they are instinctive people. They trust their instincts. They trust their gut.

You can *own the goal* by using your leadership qualities, taking a chance to improve the system, and earn additional money for doing so.

The **Army Suggestion Program** recognizes those who have the courage to show their innovation and make a difference in our workplace. For more information call Ms. Soliz at 287-IDEA. (SPO)

AFTB

The Army Family Team Building (AFTB) Program’s mission is to provide training to family members to better help them adjust to the unique challenges of military life. It provides participants an understanding of Army culture and offers the skills and resources they need to become self-reliant, self-sufficient members of the military community. Training is presented through 43 classes on topics ranging from “Introduction to Military Terms, Acronyms, Customs, and Courtesies,” to “Community Resources,” to a variety of interpersonal and self-development skills, such as “Problem Solving,” “Effective Communication,” “Leadership,” and more. Family preparedness and self-reliance is important to readiness because it provides peace of mind to deployed soldiers, giving them confidence that their families can manage their lives successfully in their absence.

Training is provided both during the day and evening. Free on-site childcare is provided for all attendees during every class. Registration is mandatory for those who want childcare. If you are interested in attending, please call 286-5913.

Army Family Team Building (AFTB) is a volunteer family training and readiness program that provides our volunteers with personal satisfaction that they are helping our families be better prepared for the challenges of military life. Volunteer instructors teach the classes. The instructors receive

their training on classroom instruction practices from volunteer master trainers. The instructors receive 50 free hours of childcare through the child development center. Army Family Team Building is offering instructor training 11-14 August with on-site childcare. If you are interested in becoming a volunteer instructor, please call 286-5913. (DCA)

Teen Army Family Team Building Program

Do you have a teen that would like to get involved in the community? Why not start at Army Family Team Building? What a great way to introduce your teen into the Army community! Army Family Team Building offers a teen program that covers all three levels of instruction to include instructor training. Teen volunteers teach classes to fellow teens. Dinner is provided free with reservation. The program is conveniently scheduled at the end of the day to work into that busy teen's extra-curricular schedule. The Teen Army Family Team Building Program meets on the 4th Tuesday of every month from 1800 to 1930 at the Lane Volunteer Center, Bldg 16005, corner of Hood Road and Old Ironsides Avenue. For more information and class schedule, please call 286-5913. (DCA)

Government Technology Leadership Awards **"GRACIES"**

Hooah and
Congratulations to the
Directorate of Public Works!
Their "Son of Snoop on Steroids" nomination leapt over the first big hurdle and is a finalist for the 2003 Grace Hopper Government Technology Leadership Awards (GTLA)!

To win a "Gracie," as the awards have come to be known, an agency or organization must show why its idea challenged conventional thinking about a problem and how it used technology to solve it in a new way.

Of the 130 nominations submitted, only 27 have moved into the 2nd round of judging. Last year 10 of the 25 finalists were selected as winners.

The Academy of Government Technology Leadership will select the awards recipients for 2003. The Academy is comprised of 100 leading experts on the federal government's use of technology, from government, prominent federal contractors and the academic community.

The **DPW's Information Technology personnel** forwarded a nomination that strikes a balance between having a highly secure computer network and having flexible PC configurations that support getting work done.

More information can be found in Public Folders; drill down to All, Fort Hood, Garrison, Strategic Planning Office, Awards, Gov't Technology Ldrship Award. The GTLA website is <http://www.govexec.com/gtla/>.

The GTLA program will let us know the award status in mid-October. Winning projects and their teams will be honored on 10 Dec in Washington, D.C.

For more information, contact Kathy McPherson, 618-7352, Garrison, SPO, Government Technology Leadership Award Action Officer. (SPO)

Make a Difference Day, **25 October 2003**

-- by Doris Arnett, Installation Volunteer Program Specialist

Many of our soldiers from Fort Hood are deployed to various locations around the world fighting the war on terrorism. During this time of uncertainty, people across the country have asked themselves what they could do to support the soldiers and families of those who were deployed. Many donated items or money, volunteered their services and their time, and simply showed their support for our country and our soldiers by displaying their patriotism.

Now it's time for Fort Hood to show its support for communities throughout Central Texas by participating in Make a Difference Day, 25 October 2003. With our soldiers gone, we are looking to the units still here at Fort Hood, Family Readiness Groups, civilians, and family members to turn out and lend a hand to those who may be less fortunate.

The concept of Make a Difference Day is for people to do good deeds for others. These "good deeds" can be something as simple as doing yard work for someone who is unable to do it for themselves, building a storage building for a homeless shelter, or conducting a food drive for a food pantry that helps take care of our soldiers and families when they are unable to make ends meet.

Make a Difference Day was created in 1992 by USA Weekend Magazine in partnership with the Points of Life Foundation. The 4th Saturday in October has been designated Make a Difference Day. This is a great opportunity for first-time volunteers to experience the incredible feeling one gets from giving selflessly. Participating in a project and seeing the impact that it makes on the people who benefit from it is a wonderful, worthwhile experience.

Volunteer reporters will be visiting project sites to take pictures and conduct interviews of those participating in projects. The photos and responses will be used in our Fort Hood Make a Difference Day packet submission to the Points of Light Foundation and USA Weekend Magazine. A panel of distinguished judges will review all submissions and select 10 national awardees and fifty special awardees. Fort Hood has won one of each in the past and we look forward to another win. All of the prize money will go back into worthy projects and causes during Make A Difference Day 2004!

To thank all of our hard working volunteers, we will be hosting a Make a Difference Day Volunteer Appreciation Reception on 17 November from 1700-1830

at the Fort Hood Officers' Club. All participants will be invited to enjoy refreshments in celebration of what we know will be an enormously successful Make a Difference Day. LTG and Mrs. Metz and CSM and Mrs. Gainey will be presenting Certificates of Appreciation to all units/organizations who adopted a project. Everyone is welcome, so please join us.

If you haven't already been involved in Make a Difference Day, but would like to find out more information, please give us a call at **287-VOLS or 288-3566** or stop by Army Community Service's Lane Volunteer Center, corner of Hood Road and Old Ironsides Avenue, Building 16005, and let us know you want to be a part of Make a Difference Day. You'll be happy you were a part of this unforgettable opportunity! (DCA)

ACAP CENTER

The ACAP Center announces extended eligibility timeframes for use of ACAP XXI (automated) services! Effective immediately, Army retirees and their family members can use the system on a space available basis for the rest of their lives. Retirees of other military services, eligible DOD civilians, non-retired veterans, and family members of the preceding groups can use the system up to 180 days after separation date. Call 288-ACAP or 288-JOBS for information.

Transitioning soldiers, family members, and those in leadership positions are encouraged to check out the newly revised ACAP website! It has a wealth of information valuable to all. There is now a special entry created for those who are in leadership positions. Website address is www.acap.army.mil. Call the ACAP Center to schedule a briefing for your organization about eligibility, procedures, and services (AG)

Transforming Installation Management

You may have heard rumors about changes coming to your organization and to Fort Hood. Some of the rumors are true; changes are being made in the way the installations are being managed. This requires Fort Hood to transform our organization structures. As Fort Hood continues the process of transitioning the workforce to organizations that will be assigned to III Corps and Fort Hood (Mission) and to U. S. Army Garrison, the change will be **virtually transparent** to you the employee. The change will be effective 6 October 2003. You will be receiving an SF 50 Notification of Personnel Action reflecting your change in organization title. Most actions will be done as realignments. This means there is no change in your job title, series, or grade. Some positions may require that new job descriptions be written; some may change supervisors; physical locations may change, etc. These actions will be processed as reassignments.

This change will have no impact on your bargaining unit status, reduction in force competitive area, etc. You will still be a federal employee of Fort Hood, Texas. (CPAC)

Family Readiness Group Classes & Workshops

Check out these classes, offered to assist Family Readiness Group (FRG) Leaders and key FRG members.

Army Community Service (ACS), Soldier and Family Readiness Branch (S&FRB), Mobilization and Deployment Program offers two classes during each training session in order to speed up the FRG certification process.

--Creating and Maintaining a Family Readiness Group - How to start, run and maintain a Family Readiness Group. Examines the FRG relationship with the unit.

--Encouraging Participation for Family Readiness Groups - Discusses some of the major reasons why family members choose not to participate in the FRG and some ways to overcome low FRG participation.

--Leadership for Family Readiness Groups - Conduct effective meetings, effective communication, and teamwork. Defining goals for the Family Readiness Group. Assembling key team players.

--Volunteer Management for Family Readiness Groups - How to recruit, motivate, and reward volunteers in your FRG. Discusses the importance of volunteer job descriptions.

--Fundraising for Family Readiness Groups - A comprehensive overview on the best methods for Fort Hood Family Readiness Groups to raise money. Ideas for fundraising that have worked for other Family Readiness Groups.

--Treasurer Duties for Family Readiness Groups - How to open a non-profit organization bank account. Provides information on FRG accounting techniques, reports, audit procedures and tax-free purchase information.

--Newsletters for Family Readiness Groups - How to start a newsletter, resources available, regulations, and helpful do's and don'ts.

--Telephone Contact Person Training for Family Readiness Groups - Learn how to be an effective Family Readiness Group Telephone Contact Person. The contact system for the FRG is the most essential communication network for the organization.

All eight classes are required in order to receive a certificate of training.

For dates and times of classes go to the Mobilization/Deployment website at www.hoodmwr.com/mobdep.html or call 288-5156 or 288-2794 to register.

All classes are held at the Lane Volunteer Center, Bldg 16005, located on the corner of

Hood Road. and Old Ironsides Avenue. **Funded childcare is available for pre-registered students for daytime classes only.** (DCA)

TEXAS ARCHAEOLOGY AWARENESS MONTH

DPW Environmental Division Cultural Resource Management Program invites you to join us at several special events throughout the month of **OCTOBER**. Learn about Texas' past by visiting the **Archaeology Open House** and the **Fall Fair**. See what deployed Fort Hood soldiers see during deployment to Korea, the Balkans and Iraq by attending the videos and discussions held each week for **Fort Hood Deployed: Texas' Finest in Faraway Places**.

ARCHAEOLOGY OPEN HOUSE: Drop in and check out our new office and lab at Bldg. 1938, next to the Sportsman Center and Skeet Range. We will have displays and free information available **M-F, 0730-1630**.

Bring the family to the **ARCHAEOLOGY FALL FAIR** - A fun day of games and activities celebrating archaeology. Dress as your favorite figure from the past or present for a contest. Join in the scavenger hunt, watch a flintknapper make stone tools, make your own Native American crafts and pick up free information on history and archaeology. 25 October 2003 from 1200-1630 at DPW Picnic Area #1, intersection of 53RD and South Range Road.

FORT HOOD DEPLOYED: Texas' Finest in Faraway Places. Fort Hood personnel are deployed in a variety of places in the world with ancient cultures represented by buildings, artifacts and materials that date back thousands of years. Come learn about these cultures and how awareness of our local Texas heritage can help us to understand others. Videos will be shown followed by open discussions. Military personnel, civilians and students are encouraged to participate. **SPACE IS LIMITED**

SO CALL ASAP to make reservations for your unit or class.

8 October 2003 at the Palmer Theatre from 1200-1300. **Video presented** - "North Korea: Secret Nation" an inside look at the history, culture, military and living conditions of one of the world's most secretive and totalitarian countries.

15 October 2003 at the Palmer Theatre from 1200-1300. **Video presented** - "**Tribal Conflicts: New Role of the Military**" will explore the difficulties facing peacekeeping operations in countries such as Ireland, the Balkans and the Soviet Union, where different cultural factions vie for power.

22 October 2003 at the Howze Auditorium from 1200-1300. **Video presented** - "**The Aftermath: A Visit to Postwar Iraq**". Filmed just a day after the ceasefire, this film looks at the complexities and problems facing the U.S. soldiers and the Iraqi people in the rebuilding of the country. Interviews with soldiers, commanders and a variety of Iraqi citizens are featured.

For more information call the TAAM coordinator, Kristen Wenzel at 287-2633. (DPW)



RECYCLE COLLECTION SERVICE

Recycle Has Started A New Program: Bulk Collection. Effective **1 September 03**, Inland Services Corporation (ISC) no longer has the responsibility for recycle collection at Fort Hood. This mission now belongs to the Fort Hood Recycle Program. The only exception to this is the post housing areas, which will continue to be serviced by ISC.

During the week of **25 August**, ISC will be removing all existing recycle containers, roll offs, compactors, and the green

containers. These will be replaced with blue containers from the Fort Hood Recycle Program.

If you are cleaning out offices, warehouses or storage rooms and have large bulk amounts of paper material you need to have picked up, this service is available to you. The collection program will also pick up bulk scrap metal.

Another free service available through the Recycle Program is the shredder. Don't waste manpower standing over a small office shredder. Schedule an appointment to come to the Recycle Processing Center and shred your bulk or confidential paper files. The center has shredders that can shred 6 ½ tons an hour and don't require the staples to be removed prior to shredding. Recycle personnel will shred the material for you if necessary.

Please note that **effective 1 SEPTEMBER 2003, Fort Hood no longer accepts glass**. At this time, it is not cost effective for Fort Hood to process glass for recycle. It costs more to collect and process than the market value allows. Recycle Management will continue to look for future glass markets.

For those who live off-post and don't have recycle programs established, the Fort Hood Recycle Program has three drop-off points available in convenient locations:

-CLEAR CREEK COMMISSARY, Between Commissary and AAFES;
-WARRIOR WAY COMMISSARY, Northeast corner of parking lot;
-FORT HOOD RECYCLE CENTER, South end of 72^d St. at Railhead Drive.

The following items can be dropped off at the aforementioned points: CARDBOARD, METAL CANS (Steel and aluminum), MIXED PAPER (Newspaper, white paper, magazines, MISC papers), PLASTIC BOTTLES (#1, is mostly soda bottles, #2, is milk jugs, water jugs, soap, bleach, shampoo bottles, bottles with screw caps)

POCs: Mr. Gary Ruff, Collections, 287-6732,

gary.ruff@hood.army.mil; Mr. Jaycee Turnquist, Business Manager 287-2336, jaycee.turnquist@hood.army.mil Mr. Derrick Born, Sales, 287-2336, derrick.born@hood.army.mil Ms. Trish Aaron, Administrative Assistant, 287-2336, patricia.aaron@hood.army.mil (DPW)

"Empowerment"

The word "empower" is forceful and strong. The word is used often these days, and sometimes misused and overused. Similar to "motivation," the term is commonly misused in the thought that one person can empower another. Both empowerment and motivation are inner-to-outer catalysts.

Management cannot empower someone by simply telling them they are empowered. They can grant the authority to act on a process, but employees must empower themselves. With authority comes responsibility and accountability. Empowerment must be reflected in their actions and can only be accomplished when those "empowered" have a firm understanding of the organizations' values, mission, vision, and core competencies.

Empowered employees make up an "empowered organization", although it is not necessarily true that a group of empowered persons automatically creates an empowered organization. Organizations that are truly empowered move out of a competitive, and limited paradigm into one of trust, collaboration, communication, shared responsibility, innovation, and design and delivery of high quality products and services that are customer driven. The old paradigm that is competitive and limited is linear. The new paradigm is horizontal. Empowerment causes a shift in the old approach of looking to the top of the organization to one within in discerning what serves the common good.

Real empowerment helps create all kinds of systems, and attain an organization's vision to honor the past, and prepare for the future. (SPO)

University of Texas Center for Performance Excellence (UTCPE)

Garrison organizations participated in the University of Texas Center for Performance Excellence (UTCPE) quality awards competition during the summer. The UTCPE recognition is based on the world-class Malcolm Baldrige National Quality Award Criteria (MBNQA), and offers public quality awards recognition and private assessments to Texas organizations that exemplify performance excellence. The UTCPE functions as the entry point for Baldrige applicants in Texas and is a feeder process into the Texas Awards for Performance Excellence (TAPE), which is the second level for applicants who wish to pursue Baldrige Award recognition and achievement on a national level.

Both the Directorate of Community Activities (DCA) and Directorate of Logistics (DOL) received site visits during August 2003 to verify and clarify their organizational self-assessments. DCA filed an application for the Level I competition and DOL applied for the Level III category. Level I is designed for organizations that are beginning to adopt and/or have recently introduced performance excellence principles. The focus is on commitment to the basic elements of adopting and promoting performance excellence and service. The Level I application consists of at least 10 pages plus a four-page Organizational Profile. Level III is an advanced level for organizations that have demonstrated significant achievement in their commitment to and practice of performance excellence principles, and focuses on demonstrating significant results in building sound and

notable processes. The Level III application requires an overview of operations, an extensive description of how the organization is performing, and how it addresses the Baldrige Criteria. DCA and DOL will receive a feedback report of findings based on UTCPE's examination of their application and site visit by the end of Sep 03. The results will be used to assist the organizations in their quality journey.

The Garrison also provided four highly qualified individuals from DCA, DOL, and SPO, to serve as examiners in the 2003 UTCPE Awards process. These employees were selected by UTCPE on that basis of their expertise and experience in applying analytical, written, and verbal skills, and for their demonstrated ability to work as a team member. Their responsibilities as examiners were to review, evaluate, and score self-assessments, as well as provide feedback reports for organizations outside Fort Hood.

An awards banquet will be conducted 3 Nov 03 on the UT Campus to celebrate winning organizations. A Commitment Award, Progress Award, Significant Achievement, or Highest Achievement will be presented to the selected organizations based on the level of their achievement.

This awards process is just another way for Texas organizations to adopt, integrate, grow, and refine their performance excellence system in their journey to the future.

--- Collaboration --DOL- Ms. Grigsby, 287-7667; DCA- Mr. Odom, 287-9265 & SPO- Ms. Robinson, 618-7359.

**October
is
National Quality Month**

Call the Strategic Planning Office, 618-7359, for training info.